

Message Text

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ACTION IO-10

INFO OCT-01 EUR-12 EA-06 ISO-00 AID-05 CIAE-00 COME-00

EB-07 FRB-03 INR-07 NSAE-00 TRSE-00 XMB-02 OPIC-03

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INFO USMISSION GENEVA

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USUN NEW YORK 540

AMEMBASSY PARIS

AMEMBASSY ROME

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MONTREAL FOR ICAOG PARIS FOR UNESCO; ROME FOR FODAG; VIENNA FOR
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E.O. 11652: N/A

TAGS: EAID, UNDP

SUBJ: CERP 0008 - EVALUATION OF UN ASSISTANCE PROGRAM: UNDP

REF: STATE 064907

1. FOLLOWING REQUESTED REFTEL IS KEYED TO SUBPARAS
PARA 5 REFTEL:

(A) ROLE OF UNDP IN UN DEVELOPMENT SYSTEM.
RESIDENT REP IS RECOGNIZED AS THE ULTIMATE AUTHORITY
AND IS AN EFFECTIVE LEADER OF ALL ACTIVITIES INCLUDING
OTHER UN TECHNICAL ASSISTANCE IN MALAYSIA. HOWEVER,
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CERTAIN UN SPECIALIZED AGENCIES (PARTICULARLY WHO)

TRY TO CIRCUMVENT HIS LEADERSHIP AND AUTHORITY. WHILE HIS RELATIONSHIPS WITH GOM ARE GOOD, HE HAS BEEN RESIDENT REP IN MALAYSIA FOR FIVE YEARS SO THAT PROGRAM, BOTH FROM POINT OF VIEW OF GOM AND UNDP WOULD PERHAPS BENEFIT FROM CHANGE, WHICH WE UNDERSTAND IS SCHEDULED FOR MID-1975. COORDINATION BETWEEN IBRD AND UNDP IS SPOTTY. UNDP VALUES AND DEPENDS ON IBRD COUNTRY PROFILES AND WHILE BOTH TOUCH BASE REGULARLY WITH ECONOMIC PLANNING UNIT (EPU) OF GOM THERE IS NO SYSTEMATIC APPROACH FOR DIRECT COMMUNICATION BETWEEN IBRD AND UNDP. PROGRAMS ARE, HOWEVER, COMPLIMENTARY (UNDP IS THINLY SPREAD IN MANY AREAS). UNICEF INPUT RECEIVED FOR UNDP COUNTRY PROGRAM AND ALTHOUGH SMALL (ONE PROJECT) IS CONSISTENT WITH COUNTRY PROGRAM.

(B) COORDINATION OF ALL EXTERNAL ASSISTANCE. COORDINATION IS BY DIRECTOR OF DEVELOPMENT ASSISTANCE IN EPU. BOTH DIRECTOR AND DEPUTY FOR UN ASSISTANCE ARE VERY ABLE BUT OFFICE IS UNDERSTAFFED. PROCEDURE IS FOR DIFFERENT MINISTRIES TO PREPARE PROPOSALS AND SUBMIT TO UPU FOR SELECTION IN ACCORDANCE WITH PRIORITIES AND OBJECTIVES OF FIVE YEAR PLAN. IN PRACTICE, SOME PROJECT PROPOSALS : SUCH AS FROM AGENCY FOR TRAINING ETHNIC MALAYSIA ARE IRRESISTIBLE BECAUSE OF POLITICAL REQUIREMENTS. IN OTHER CASES SOME ELEMENT OF CONTROL IS LOST BOTH BY EPU AND UNDP WHEN UN INDEPENDENT AGENCIES (ILO IN PARTICULAR) DEAL DIRECTLY WITH MINISTRIES. BI-LATERAL PROGRAMS MORE DIFFICULT TO DIRECT SINCE DONOR USUALLY HAS SPECIFIC CONDITIONS AND OBJECTIVES IN MIND. IN BOTH MULTI AND BILATERAL CASES, EPU UTILIZES UNDP WHEN POSSIBLE TO KEEP PROJECTS ON TRACK SINCE UNDP CAN TAKE HEAT. EPU CLEARLY PREFERS MULTILATERAL AID.

(C) ROLE OF RESIDENT REP VIS-A-VIS OTHER UN SYSTEM ACTIVITIES. CIRCUMSTANCES IN MALAYSIA HAVE NOT REQUIRED RESIDENT REP TO COORDINATE ACTIVITIES OUTSIDE OF TECHNICAL ASSISTANCE.

(D) COUNTRY PROGRAM REVIEW. REVIEW CONSIDERED TO BE VERY EFFECTIVE TOOL, PARTICULARLY SINCE FINDINGS OF SEMI-ANNUAL PROGRESS REPORTS ON EVERY PROJECT, LIMITED OFFICIAL USE

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TRIPARTITE REVIEW (EPU, UNDP AND UN EXECUTING AGENCY) AND ELEMENTS OF MANAGEMENT PLAN (WHICH SHOWS PROJECTS IN PIPELINE, STATUS AND TIMEFRAME) ARE UTILIZED TO PLACE COUNTRY PROGRAM UNDER CONTINUOUS REVIEW RATHER THAN FORMAL SIT-DOWN ONCE A YEAR. PARTICULAR PROBLEM FOR EPU IS JUDGING WHETHER COUNTRY OR SITUATION READY FOR PARTICULAR PROJECT AND WHAT TIME FRAME REQUIRED TO COMPLETE. REVIEW FACILITATES

ADJUSTMENT AND MODIFICATION AS REQUIRED. REVIEW IS ESSENTIALLY THREE-WAY BETWEEN EPU, UNDP AND UN EXECUTING AGENCY. EPU OF VIEW THAT EPU AND UNDP COULD HANDLE REVIEW VERY WELL AND THAT PRESENCE OF EXECUTING AGENCY REP SERVES NO PURPOSE OTHER THAN PERHAPS HIS APPRECIATION FOR NEED FOR ADDITIONAL PROJECTS DOWNSTREAM.

(E) APPRAISAL OF PROPOSED PROJECTS. PER CITED INSTRUCTIONS, EMBASSY AND UNDP ESTABLISHED CONSULTATIVE MECHANISM UNDER WHICH UNDP PROVIDES EMBASSY FOR COMMENT PROJECT SUMMARIES FOR ALL MAJOR PROPOSED PROJECTS (US\$250,000 AND UP). PROJECT SUMMARIES FOR LESSER PROJECTS PROVIDED IF SPECIAL CIRCUMSTANCES WARRANT. EMBASSY ALSO REVIEWS ANNUAL DEVELOPMENT ASSISTANCE REPORT.

(F) PROJECT IMPLEMENTATION. EFFECTIVENESS OF MOST ONGOING PROJECTS VERY DIFFICULT TO JUDGE. RESULTS PROBABLY MIXED, DEPENDING IN MANY CASES ON EFFECTIVENESS OF RECIPIENT MINISTRY AND IN OTHER CASES ON QUALITY OF ADVISOR. PARTICULARLY SUCCESSFUL PROJECTS INCLUDE FORESTRY AND FOREST INDUSTRIES, DEVELOPMENT AND TARIFF REFORM. CERTAIN EDUCATION PROJECTS HAVE BEEN WEAK. THERE HAVE BEEN INSTANCES WHEN UNDP WOULD HAVE PREFERRED TO TERMINATE OR SUBSTANTIALLY MODIFY PROJECT BUT COULD NOT OBTAIN CONCURRENCE OF MINISTRY OR GOVERNMENT. REVIEW IS HELPFUL DEVICE FOR IMPROVING QUALITY OF PROJECTS NOT LIVING UP TO EXPECTATIONS. MOST PROJECTS ARE ON SCHEDULE OR SLIGHTLY AHEAD. DELAYS SOMETIMES OCCUR WHEN RECIPIENT MINISTRY NOT GEARED UP FOR PROJECT. EPU NOTED LONG DELAYS IN GETTING SOME PROJECTS STARTED BECAUSE OF DISAGREEMENT BETWEEN UN EXECUTING AGENCIES AS TO JURISDICTION. THIS LIMITED OFFICIAL USE

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OCCASIONALLY FOLLOWED BY SIX TO TWELVE MONTHS DELAYS IN THE UN RECRUITMENT PROCESS.

(G) WOMEN IN DEVELOPMENT. ONLY NOABLE COMMENT IS FROM RESPONSIBLE WOMAN OFFICIAL IN EPU WHO STATED THAT WOMEN ARE NOW MUCH BETTER ACCEPTED AND UTILIZED BY GOM AND THAT THIS IS CONTINUING TREND.

(I) FOLLOW-UP WITH UNDP AND EXECUTING AGENCIES. JURISDICTIONAL DISPUTES BETWEEN EXECUTING AGENCIES OF UN CAUSE SIGNIFICANT DELAYS IN GETTING PROJECTS STARTED. PERHAPS ADDITIONAL AUTHORITY TO UNDP AS MONITOR AND COORDINATOR WOULD BE USEFUL. THRESHOLD QUESTION IS RETENTION OF INDIVIDUAL BUDGETS BY OLDER INDEPENDENT AGENCIES. ANOTHER AREA WORTHY OF ATTENTION IS DIVERSITY OF RECRUITING

SYSTEMS OF AGENCIES. MECHANISMS SUCH AS PERMANENT
CONTRACTS AND DEVELOPMENT OF PROFESSIONAL EXPORTS
CONTRIBUTES TO UTILIZATION OF ADVISORS WHO ARE
NOT UP TTLDATE WITH STATE OF ART, TO DETRIMENT OF
PROJECTS.
UNDERHILL

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